



INTERNATIONAL WORKSHOP ON ENVIRONMENT AND ALTERNATIVE ENERGY

Panel : 'Engagement with the diversity of stakeholders'

The importance of dialogue with stakeholders, ESA's approach

Thursday October 22, 2014, NASA, KSC

Introduction

1. Policy elements

2. From policy to action

- 1. The ESA Coordination Office on Sustainable Development**
- 2. Reporting actions**

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- 2. Roadmap 2014-15**

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- 1. The EISC-ESA 'Space for Sustainability Award'**
- 2. Communication and Awareness: Intranet Community web page**
- 3. Workshops and partnerships**

CONCLUSIONS

Evolution of the concept of Sustainable Development since 1987: it started from States and arrived to companies and organisations (through Corporate Social Responsibility). In the so-called '3P' approach of Sustainable Development: **Planet, Profit, People**, corresponding to its environmental, economical and social/ human pillars; the People part is not the least.

Sustainability: why is it key for a company and an organisation?

- ⇒ Being responsible and accountable towards **shareholders or stakeholders**,
- ⇒ Increasing importance of the legal framework in the sustainability field to which organisations, their **managers and staff** have to comply with.
- ⇒ Responding to **customers or citizens** requirements and expectations

- ⇒ There is also the question of image towards **public at large** where communication and reporting play key roles
- ⇒ Lastly, sustainability materialises through both a global reflection and local actions in particular with **communities**.

Behind all this: there are people, human beings and their strategies, behaviours, actions.

So, how to establish, strengthen, enrich the dialogue with people when we are space agencies? How to organise our relationships, raise awareness, improve our working practices, make plans for the future together with our stakeholders be they internal or external?

By establishing the right dialogue with them, choosing the right format and content. Because sustainability is definitely a topic to be shared. Let's see how ESA connects with its stakeholders.

1. POLICY ELEMENTS



1. Policy elements



Towards internal stakeholders

ESA has committed to be exemplary as a space agency and as an organisation and has the ambition 'to be a model Agency for clean, responsible and sustainable space activities' in its Director General's strategic plan for 2015. The first stakeholders involved and committed are ESA' 20 Member-States.

But this also implies a change in the way staff see and run their profession. This is a real change in mindsets. Regarding core-business activities it implies a cleaner and greener way to do things (i.e through CleanSpace initiative) and regarding support activities it also implies behaviours more responsible towards the Environment but also the Economical and the Human, Health and Safety aspects. This is the reason why in 2010 ESA Member States chose to implement a comprehensive Sustainable Development policy based on a 'holistic' approach which comprises respective actions in outer space and on the ground with four main areas:

=>Environment

=>Social (human resources/ health and safety)

=>Economic

=>Governance

1. Policy elements (continued)



Towards external stakeholders

The decision-makers, the citizens, the tax payers

Space programmes and applications:

- support public policies
- help in reaching any of the challenges of the U.N Millennium goals by providing tools and data
- contribute to a more sustainable society and to a more secure and healthy planet
- Lastly, by the creation of socio-economical values, space can also help to boost a smart, sustainable and inclusive growth

The public at large

Reporting on sustainability, a key policy element:

- For transparency purposes
- To measure the evolution in commitments and associated resulting actions (e.g: the 20/20/20 EU target)
- To show how the business is run
- To benchmark with partners.
- To disclose extra-financial data: environment and energy, HR and H&S, governance informations.
- Interesting to note that there is a trend in emerging countries: customers ask for more transparency and dedicated actions in the sustainability field.

1. Policy elements (end)



Towards partners and suppliers

Space actors share the same types of concerns, challenges and opportunities. Exchanges of best practices are key for partnering and cooperating: e.g: in the materials and processes domain (use of hazardous substances), in the building and infrastructure area (energy savings and other environmental aspects), in the risk mitigation domain, in the supply-chain and responsible procurement fields, etc.)

2. FROM POLICY TO ACTION



2.1 The Coordination Office on Sustainable Development



Our role regarding sustainability and stakeholders' involvement

- **Established in November 2008**, now attached to the Director General's Cabinet, meaning more visibility and strategy towards **internal and external stakeholders**.
- **Mandate**: to demonstrate ESA is committed towards sustainability both as an international organisation and as a space agency.
- **How?** 1- Policy elaboration [Global corporate policy, Environment and Energy policy] 2- Support to implementation 3- Awareness and reporting actions; this in close cooperation with **experts and representatives from all ESA Directorates**.
- Since November 2013, **ISO 9001 certified**.



Nathalie Meusy
Head of the Office



Marion Mirailles



Karoline Marburger

ESA Sustainable Development 2009-2010

report *read on-line:*

<http://esamultimedia.esa.int/multimedia/publications/SP-1319/pageflip.html>



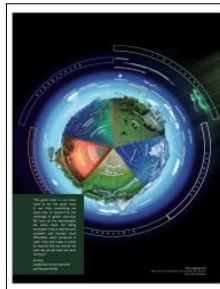
Governance and
ethics of space



Space programmes
contributing
to a sustainable society



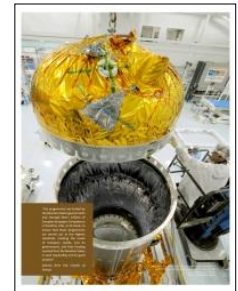
Managing
our environment
responsibly



ESA Sustainable Development Report 2009-10



Relations with
partners and suppliers



Human Resources
and
social responsibility



2.2 Reporting Actions: 1st SD report / 2009-10



How did we proceed with internal stakeholders?

Objectives

- Mapping of ESA's activities and programmes under the perspective of SD (Sustainable Development) for the creation of a first set of both specific and generic Key Performance Indicators (for policy elaboration and actions)
- Integrate sustainability elements into all professions at ESA
- Raise awareness on the contribution of space to SD, and Launch synergies and identify possible joint SD projects with our stakeholders

Realisation

- Internal survey to get the adhesion of ESA staff and contractors to the project (A call for ideas to see how staff would see sustainability at ESA + a 'Citizen' questionnaire to check their level of awareness and commitment in their daily life as a citizen towards sustainability)
- Editorial committee composed of internal experts from all Directorates

Lessons learned

- Clear need for identifying concrete goals
- Need for the recognition and support from the top management
- **Exchanges with stakeholders (both internal and external) very important**



2.2 Reporting Actions: 2nd SD report / 2011-12



Objectives

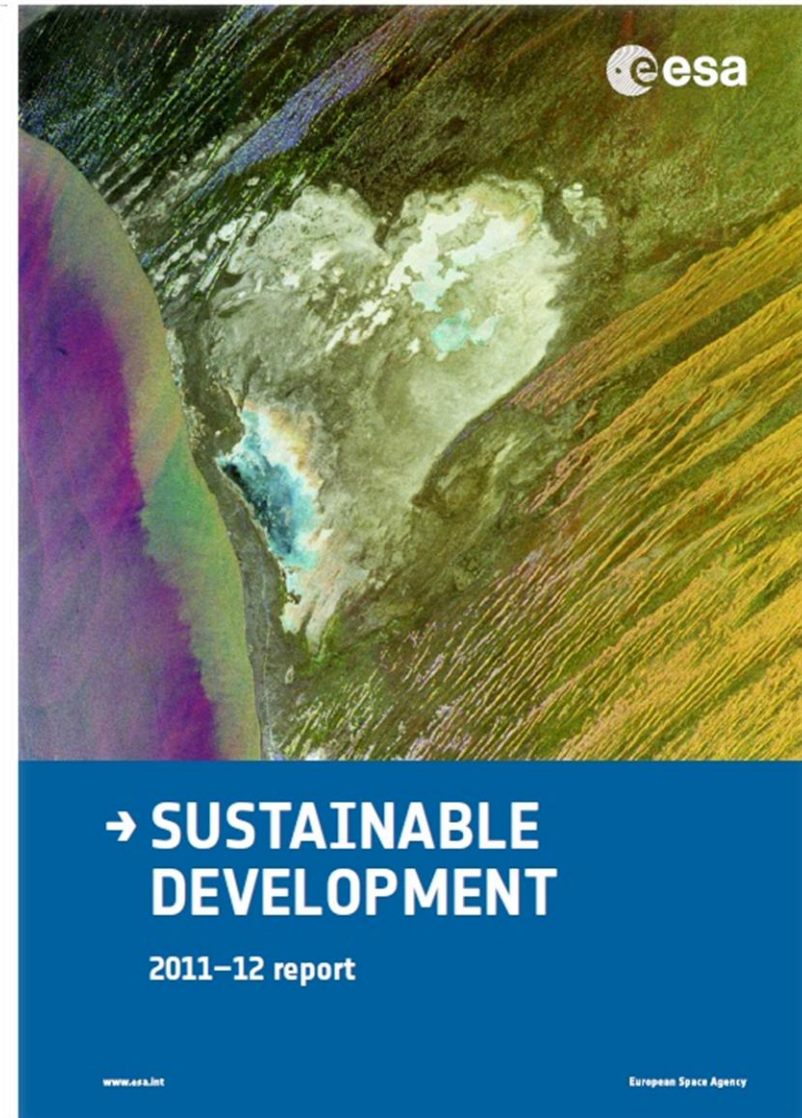
- ESA assesses and reports on its SD activities, commitments and achievements towards all its stakeholders
- ESA explains how the SD framework helps to achieve:
 - ✓ Legal and regulatory requirements in core business and support activities
 - ✓ Stakeholders' expectations regarding fair and transparent reporting activities
 - ✓ Accountability for sound, efficient use of public money
 - ✓ Responsibility for ESA as an organisation and a space agency

Realisation

- Similar Structure and respect of the corporate visual identity
 - ✓ coherence
 - ✓ communication rules

New and elaborated in close cooperation with internal stakeholders:

- Set of indicators with their associated management goals which structure the chapters
 - ✓ To allow transparency: use of Deming Wheel (Plan, do, check, act) to evaluate the status of the KPIs
 - ✓ To allow benchmark for actors inside and outside space sector



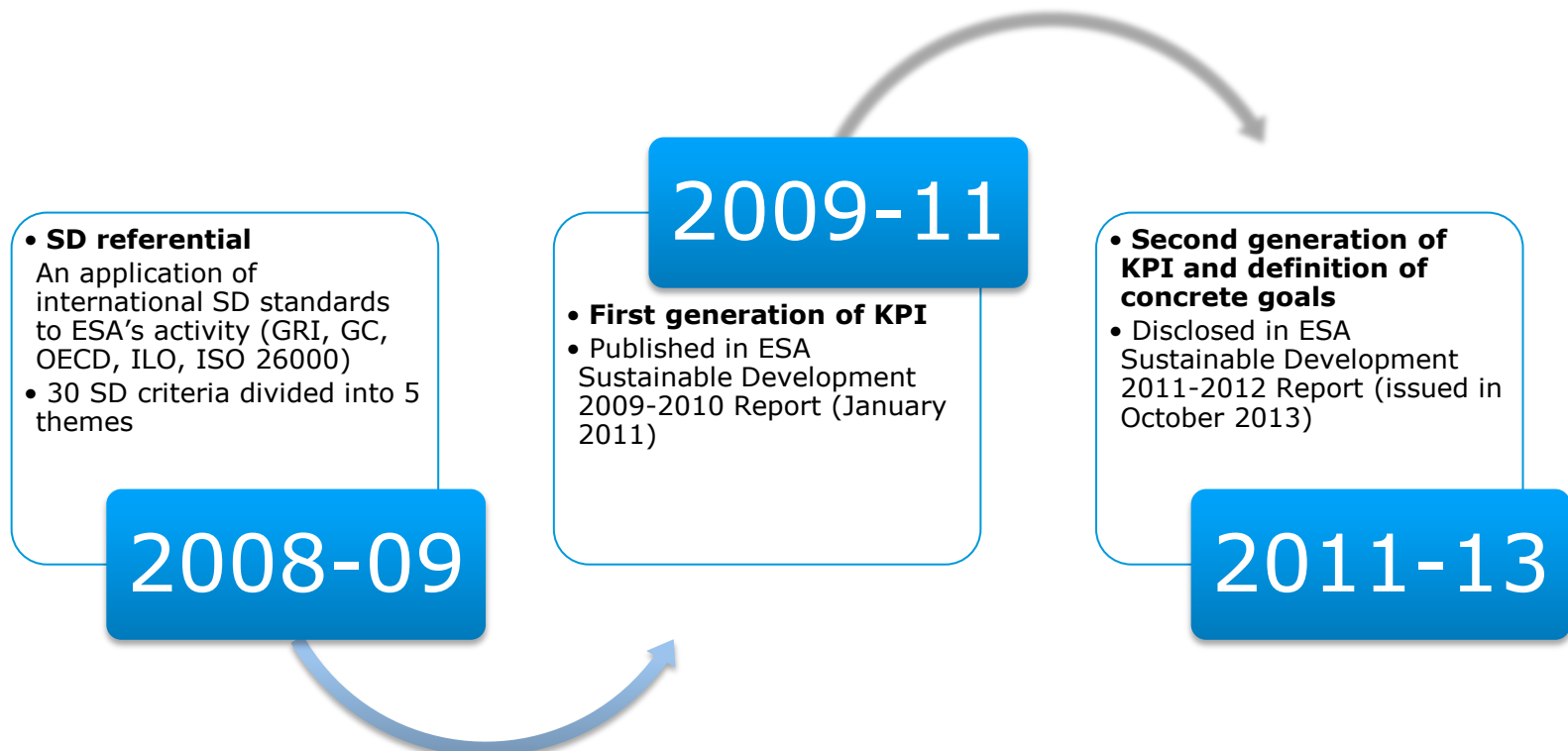
2.2 Reporting actions: evolution of KPI for ESA's reporting on SD



Objective:

Deploy and assess, in an optimal way, the Agency's framework policy on SD and to support related Agenda 2015 objectives

"ESA tomorrow has the ambition of being a model agency for clean, responsible and sustainable space activities" / ESA-DG Agenda 2015



2.2 Reporting actions: continuity and way ahead



- **A report on Sustainable Development is published every two years allowing:**
 - Internally: development of reporting tools in a stepped approach (e.g. environmental reporting) for governance, social and economic data
 - Externally:
 - ✓ For taking into account international trends of SD Reporting (e.g. GRI 4, EU intention to harmonise CSR reporting tools by sector of activity)
 - ✓ For demonstrating further accountability towards Member States and other stakeholders
- **Within the Agency: we follow-up and support to implementation of the actions for achieving the progressive realisation of the concrete goals of the KPIs,**
- Internal joint ventures and cooperation:
 - ✓ with the Facility Management Department:
 - cooperate on on-site information and communication campaigns with regard to the Environmental Management Systems, certification processes for sites and infrastructure, Health, Safety and Environment issues, etc.
 - ✓ With the Procurement and Legal Departments:
 - after a first benchmark of and with industry, continue the discussion around the creation of a responsible procurement policy for ESA
 - ✓ Additional future partnerships developing (Compliance Office, Clean Space Initiative, etc.)



3. DIALOGUE WITH STAKEHOLDERS



3.1 ROUNDTABLE SERIES: Objectives



- Build a platform amongst actors from different sectors of activity in order to exchange on best practices and potential for cooperation, on different sustainability topics
- Assess how SD principles are being integrated into the space sector, identify concerns and try to find solutions
- Present ESA as a leader in the space sector for applying the holistic approach of SD
- Create, in the space sector, a systematic dialogue for cooperation on topics of interest (such as environmental reporting, responsible procurement, technical and regulatory requirements -e.g. REACH EU Reg.-, transparency and ethics, etc.)

THALES



3.1 ROUNDTABLE SERIES: Realisation



Concept

Topics related to the three pillars of Sustainable Development: environment, social and economics; including general issues related to governance

- A different topic at each roundtable
- A one-day event held at ESA HQ
- A special kick-off to start the session
- A ten minutes presentation made by each participant
- A constructive and interactive discussion and debate during the sessions



3.1 ROUNDTABLE SERIES: overview



- **26 April 2012** 'Sustainable Development in corporate strategy of leading companies'
 - **10 July 2012** 'Environmental Management Systems and dedicated reporting'
 - **5 November 2012** 'Responsible Procurement and dedicated reporting'
 - **26 November 2012** 'Governance, ethics and social policies'
 - **14 June 2013** 'Sustainable Development Reporting and Communication'
 - **8 October 2013** 'Social Policies and Health and Safety'
 - **27 November 2013** 'Environmental performance on buildings'
- *A dedicated brochure has been prepared and presented at the occasion of the ESA 50th Anniversary*



3.2 Roadmap 2014/2015



Regular Roundtables at HQ

Continue the dialogue with community of stakeholders, created by the Office, from the space sector and with 'exemplary' companies and organisations in the field of SD

- ✓ interlink with future ESA reporting
- ✓ intermediate review of new trends in the field

Additional Focus Events within Member-States

Widen our perspective by engaging more Member-States

3 dedicated workshops in 3 different geographical locations

- ✓ North, East, South. The Southern one took place in Lisbon, Portugal on 26-27 May 2014 with the support of C3P and ISQ. Next one: Stockholm, Sweden on 10-11 November with support of Umbilical Design.
- ✓ Organised at space installations or research centres



4. SPECIFIC ADDITIONAL ISSUES



4.1 Space for Sustainability Award

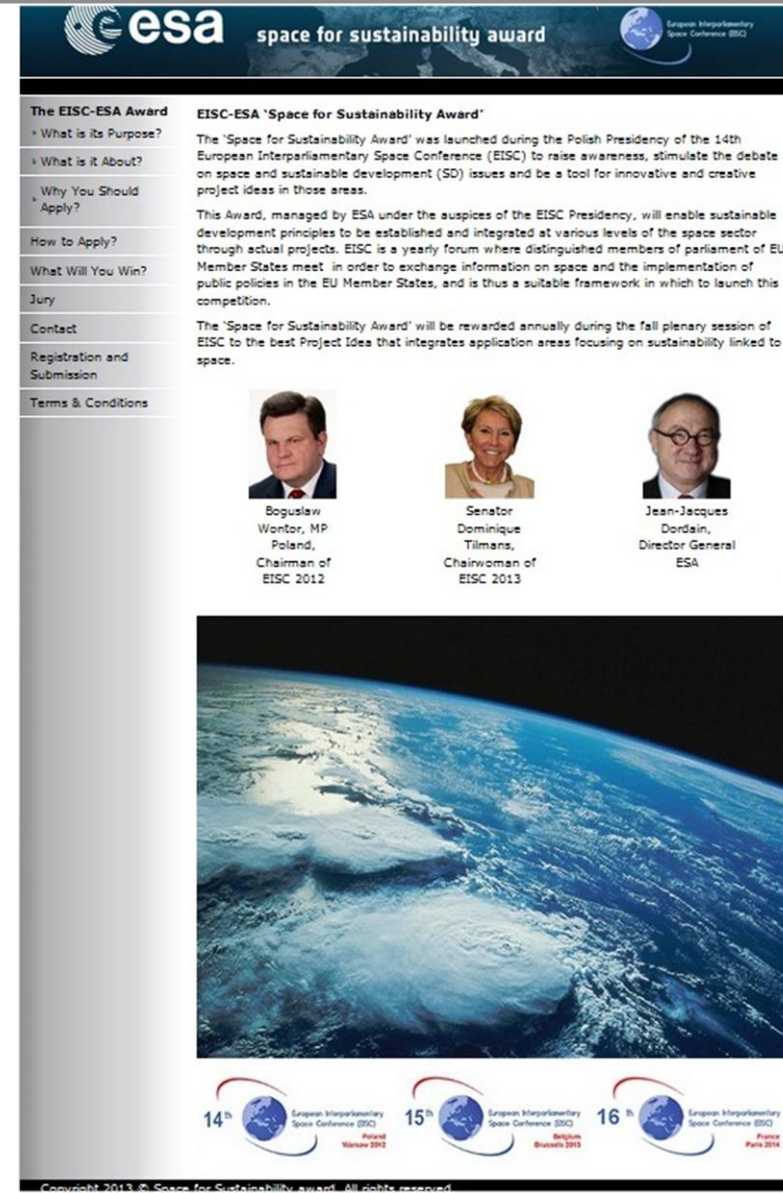
PURPOSE OF THE AWARD

- Raise awareness
- Stimulate the debate on space and Sustainable Development issues
- Be a tool for innovative and creative project ideas in those areas

The **'Space for Sustainability Award'** is targeting **students and young professionals under 30**, and will reward annually the best Project Idea that integrates application areas focusing on sustainability linked to space

AWARD Website:

<http://sdaward.eisc.esa.int/>



The screenshot shows the official website for the ESA Space for Sustainability Award. The header features the ESA logo and the text "space for sustainability award". Below the header, there is a navigation menu with links: "The EISC-ESA Award", "What is its Purpose?", "What is it About?", "Why You Should Apply?", "How to Apply?", "What Will You Win?", "Jury", "Contact", "Registration and Submission", and "Terms & Conditions". The main content area is titled "EISC-ESA 'Space for Sustainability Award'" and contains a detailed description of the award's purpose and history. It mentions that the award was launched during the Polish Presidency of the 14th European Interparliamentary Space Conference (EISC) to raise awareness, stimulate the debate on space and sustainable development (SD) issues, and be a tool for innovative and creative project ideas in those areas. The text also states that the award is managed by ESA under the auspices of the EISC Presidency and will enable sustainable development principles to be established and integrated at various levels of the space sector through actual projects. EISC is a yearly forum where distinguished members of parliament of EU Member States meet in order to exchange information on space and the implementation of public policies in the EU Member States, and is thus a suitable framework in which to launch this competition. The award will be rewarded annually during the fall plenary session of EISC to the best Project Idea that integrates application areas focusing on sustainability linked to space. Below the text, there are three portraits of the award's chairs: Boguslaw Wontor, MP Poland, Chairman of EISC 2012; Senator Dominique Tilmans, Chairwoman of EISC 2013; and Jean-Jacques Dordain, Director General ESA. At the bottom of the page, there is a large image of Earth from space, and a footer with logos for the 14th, 15th, and 16th European Interparliamentary Space Conferences (EISC) held in Poland (Warsaw 2012), Belgium (Brussels 2013), and France (Paris 2014). The footer also includes the copyright notice: "Copyright 2013 ESA Space for Sustainability award. All rights reserved."

THE JURY

Jean-François Clervoy

Astronaut / Chairman of the Jury

Thibaut Cardon de Lichtbuer

Representative of the Belgian Presidency of EISC 2013

Delphine Gillaizeau-David

Representatives of the French Presidency of EISC 2014

Daria Golebiowska Tataj

Professor from the Warsaw University of Technology Business School

Olivier Lemaître

Head of Eurospace Brussels Office

Nathalie Meusy

Head of the ESA Coordination Office on Sustainable Development

Vladimir Remek

M.E.P., Member of the European Parliament

Philippe Vallette

Co-Chair of World Ocean Network

Beata Żylińska

Representative of the Polish Presidency of EISC 2012

THE PROJECT IDEAS

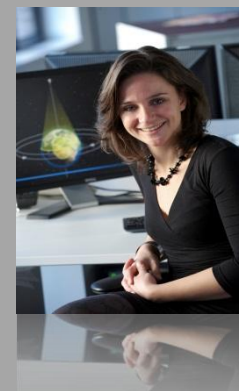


MAXIME PUTEAUX 'Mars 4 Earth' / Winner of the Award

- ✓ Stimulate and develop innovation for sustainable application through the prism of a Mars human exploration's requirements

JEANNETTE HEILIGERS 'Eyes on the Poles' / Special Mention of the Jury

- ✓ A continuous hemispherical view of the polar regions of the Earth



4.2 COMMUNITY INFORMATION and AWARENESS RAISING



ESA Intranet Community Page

- A dedicated Community page for sustainable development
- Since January 2011
- Regular news items on actions undertaken by the Office and on general issues related to SD
- Background information on the Office, SD, relevant ESA official documents and practical SD info

Awareness in general

- Joint information and awareness campaigns with internal and external stakeholders

4.3 WORKSHOPS AND PARTNERSHIPS



For knowledge sharing, ESA's image and space promotion, cross-fertilisation of ideas, multi-disciplinary exchanges and joint actions purposes with all our stakeholders, workshops and partnerships are key in the field of sustainability. Some examples:

1. NASA/ C3P/ ESA INTERNATIONAL WORKSHOP ON ENVIRONMENT AND ALTERNATIVE ENERGY
2. PLANETWORKSHOPS think tank on SD
3. EC GREEN WEEK
4. GRI (Global Reporting Initiative) Global CONFERENCE
5. International Space University and other academic Conferences
6. RISK MANAGEMENT FORUM
7. Women's Forum
8. Other events with space actors or other sectors involved where space can be an asset or a model

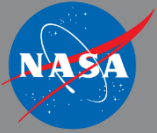


Green Week 2013
Brussels 4-7 June



Stakeholders' involvement, engagement and associated dialogue are key for sharing and spreading the good practices in the field of sustainability. Any opportunity should be seized to improve the situation at planet and society levels.

This Workshop is the right place to do so and our dialogue with a great variety of stakeholders has been enriched, once more.



→ COORDINATION OFFICE ON
SUSTAINABLE DEVELOPMENT

THANK YOU! ANY QUESTION?

1. **Contact:** Nathalie.meusy@esa.int or cosd@esa.int
2. **Consult:** www.esa.int and SD reports on:
[Http://esamultimedia.esa.int/multimedia/publications/SP-1319/pageflip.html](http://esamultimedia.esa.int/multimedia/publications/SP-1319/pageflip.html) and
[Http://www.esa.int/About_Us/ESA_Publications/ESA_Publications_Monographs/Sustainable_Development_2011_12_Report](http://www.esa.int/About_Us/ESA_Publications/ESA_Publications_Monographs/Sustainable_Development_2011_12_Report)
3. **For Clean Space:** Luisa.innocenti@esa.int
4. http://www.int/TEC/Clean_Space/